



OFFICE OF ACADEMIC AFFAIRS

TELEPHONE: 301.445.1992

FACSIMILE: 301.445.1914

3300 METZEROTT  
ROAD  
ADELPHI, MD  
20783-1690

**TO:** Thomas G. Slater (*chair*) Louise Michaux Gonzales  
Barry P. Gossett (*vice chair*) Frank M. Reid, III  
Patricia S. Florestano Paul L. Vance

**FROM:** Irwin L. Goldstein, Vice Chancellor

**DATE:** November 7, 2011

**RE:** November 14, 2011 Meeting of the Committee on Effectiveness and Efficiency

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The Committee on Effectiveness and Efficiency of the Board of Regents will meet in public and executive sessions on Monday, November 14, 2011, in Room 218 on the second floor of the Talon Center on the campus of Coppin State University, Baltimore, Maryland, beginning with the executive session at 12:00 p.m. followed by the public session beginning at 12:30 p.m.

A campus map showing the locations of the meeting space and the parking lot is enclosed. The agenda and supporting materials for the meeting are enclosed. I look forward to seeing you next week.

Enclosures

cc: Chairperson Orlan Johnson Dr. Joyce Shirazi, CUSF  
Other Members, USM Board of Regents Mr. Willie Brown, CUSS  
Office of the Attorney General Mr. Emmanuel Welsh, USMSC  
Members of the Chancellor's Council Office of Communications  
Academic Affairs Advisory Council VCAA Senior Staff  
Administrative Affairs Vice Presidents VCAF Senior Staff